

Cleveland State Community College

2019 Governor's Investment in Vocational Education (GIVE)

Project Title: Advanced Technologies Apprenticeship Institute

Lead Entity: Cleveland State Community College

Fiscal Agent: Cleveland State Community College

IN PARTNERSHIP WITH

Economic Agencies

Athens Area Chamber of Commerce, Cleveland/Bradley Chamber of Commerce, Cleveland Associated Industries, Etowah Chamber of Commerce, Monroe County Chamber of Commerce, McMinn County Economic Development, Meigs County-Decatur Chamber of Commerce, Monroe County Economic Development Agency, Polk County Chamber of Commerce, Southeast Tennessee Development District, Tellico Reservoir Development Agency

Local Education Agencies

Bradley County School District, Cleveland City School District, Monroe County School District, Polk County School District, Meigs County School District, McMinn County School District

Current Employer Partners of Mechatronics Honors Institute

McKee Foods, Denso, Beiersdorf (formerly Bayer), Mayfield,
Wacker, E&E Manufacturing, Coca-Cola

Proposed New Employer Partners by End of Grant

Heil Trailer, Johns Manville, Resolute, JTEKT, Whirlpool, Dynasty Spas, Cormetech, Eaton,
Waupaca, M&M Mars, Nokian Tyres, Storm Power, Olin, Miller Industries, Georgia Pacific, HP
Pelzer, Gestamp, Koch Foods, Midlab, PolyForm, Creative Foam, J.M. Huber, Mills Products

Project Director and Co-Directors

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Marcy Reiter, Director of Mechatronics Honors Institute and Dr. Tim Wilson, Department Chair
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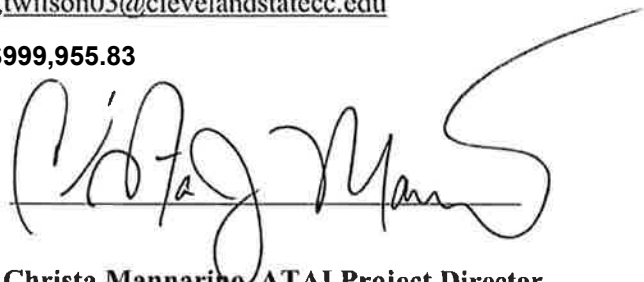
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Funding Requested: \$999,955.83



Dr. Bill Seymour, CLSCC President



Christa Mannarino, ATAI Project Director

Program Abstract

Cleveland State Community College proposes to establish the Advanced Technologies Apprenticeship Institute (ATAI), a comprehensive work-based learning program, to serve the workforce needs of the college's five-county service region. By working with eleven economic development agencies, expanding industry partnerships, and increasing career and technical education opportunities in the local education agencies, the region's pipeline from secondary education to workforce training and postsecondary education will be strengthened.

Cleveland State has successfully piloted the Mechatronics Honors Institute (MHI), which combines paid-apprenticeship opportunities and industry-designed activities to deepen the students' educational experiences. The MHI program incorporates the high-impact practices of a first-year seminar (FYS), work-based learning, global learning opportunities, service-learning projects, and a capstone project. MHI students attend a two-week summer bootcamp and bimonthly meetings with advisors to develop soft skills and leadership capabilities. MHI faculty work closely with industry partners to ensure alignment between classroom content and job-related skills, and the students' capstone projects are scored by local industry standards.

The Advanced Technologies Apprenticeship Institute will bring the MHI concept to scale throughout the college's service region in seven technical programs: Computer Information Technology, Electrical Engineering Technology, Electromechanical Technology, Engineering Systems Technology, HVAC, Mechatronics Technology, and Welding. As a result, every student in the Advanced Technologies Apprenticeship Institute will have access to a work-based learning experience as part of their certificate and/or degree program.

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1. Demonstration of Need

Cleveland State Community College (CLSCC) has a service region comprised of five counties: Bradley County, McMinn County, Meigs County, Monroe County, and Polk County. According to the Tennessee Department of Labor, Meigs County and Monroe County are considered At-Risk, while Bradley County, McMinn County, and Polk County are categorized as Transitional (TN.GOV, 2019). It should be noted that none of the five counties in the CLSCC service region are categorized as Competitive or Attainment, and each county faces challenges in terms of poverty, unemployment, and educational attainment.

In the June 2019 Labor Force Estimates report, each county in the CLSCC service region has an unemployment rate above the Tennessee average of 3.4 percent (N DOL, 2019).

Additionally, four of the five counties have a higher percentage of its citizens living in poverty than the statewide average of 16.7%, and all five counties in Cleveland State's service region have a lower percentage of educational attainment of at least an associate's degree than the statewide average of 33.1% (THEC, 2019). This information is summarized in the table below.

Region	Unemployment Rate June 2019	Percent below Poverty Level	Percent with at least an Associate's Degree
Tennessee	3.4%	16.7%	33.1%
Bradley Co.	4.3%	18.0%	32.1%
McMinn Co.	4.6%	19.7%	24.9%
Meigs Co.	5.4%	16.6%	17.4%
Monroe Co.	4.5%	20.4%	19.7%
Polk Co.	5.0%	17.0%	19.7%

The Advanced Technologies Apprenticeship Institute (ATAI) will address critical workforce needs in Cleveland State's service region by aligning with the Drive to 55 goals, analyzing localized data demonstrating the need for action, and establishing clear linkages between the proposed grant activities and the local need. Each of these strategies is outlined below.

Alignment of Drive to 55 Goals

The ATAI program will parallel Tennessee's Drive to 55 goals by improving the workforce preparedness and educational attainment of the citizens in the college's service region.

Participants in the ATAI programs - Computer Information Technology, Electrical Engineering Technology, Electromechanical Technology, Engineering Systems Technology, HVAC, Mechatronics Technology, and Welding - will attain industry certifications, college certificates and/or associate's degrees. The comprehensive partnerships involving industry, economic agencies, high schools, and CLSCC form the nexus of the ATAI initiative ensuring maximum impact in terms of educational attainment and workforce development throughout the region. The paid-apprenticeships that are the centerpiece of the ATAI' Work-Based Learning will establish a direct pipeline from program participants, both adult learners (Drive to 55a, 2019) and high school students (Drive to 55b, 2019), to the industries located in the CLSCC service region.

Localized Data Demonstrating the Need for Action

CLSCC leadership has worked closely with the Advanced Technologies Advisory Council to meet local workforce needs; the Electrical Engineering Technology (EET) program was developed in response to industry demand in 2017. The creation of the EET curriculum was industry-driven, with the Advanced Technologies Advisory Council working with CLSCC faculty to design appropriate skill-building activities and content. Recent discussions with the

Advanced Technologies Advisory Council revealed the need for continued scaling of training and apprenticeship opportunities throughout CLSCC's service region. This parallels the Southeast Tennessee Development report, which finds that jobs requiring technical training and industry certifications (fabricators, welders, and electricians) are projected to experience dramatic growth over the next decade (SETD, 2018). In the At-Risk counties, Meigs and Monroe, manufacturing jobs comprise more than 30 percent of the labor force, and in two Transitional counties, Bradley and McMinn, manufacturing makes up the largest job sector (TN ECDA, 2019). Finally, Bradley, McMinn, and Monroe Counties have a heavy Advanced Manufacturing concentration, with more than 1,500 jobs in each county (TN ECDB).

Clear Linkage Between Grant Activities and Local Need

ATAI grant activities are focused specifically to meet local workforce training needs. Economic agencies and industry partners will continue to assist CLSCC to identify local industry needs in each county. ATAI leadership will work with industry partners to expand paid-apprenticeship opportunities in each of the seven program areas. Equipment will be purchased for the testing and training of ATAI participants, and these programs can lead directly to industry certifications, such as Siemens Mechatronics Level 1 and Level 2 certifications and the CompTIA Security+ and Network+ certifications. A full-time coordinator will be hired to facilitate communication and coordination between program partners and disseminate program information to the region's citizens. ATAI leadership will work with LEA partners to expand career and technical education opportunities in high schools, which is critical to the program's success. Finally, the ATAI leadership and Advisory Council will work together to gain ATAI program recognition as a Department of Labor (DOL) registered apprenticeship program, while paying particular attention to the union-related issues of local industry partners.

Section 2. Project Plan

Building on Success

CLSCC has dramatically increased its workforce training programs in recent years, including the creation of the Electronics Engineering Technology program and the Mechatronics Technology program in 2017, the successful implementation of the regional 2017 MAESTRO LEAP 2.0 grant, and the Middle College Mechatronics Consortium Block Grant (MechaCon) in 2018. As a result of the 2018 MechaCon grant, the CLSCC Mechatronics Technology program is now offered in seven high schools. Further, the CLSCC Advanced Technologies programs have experienced significant growth in the last three years, increasing enrollment by over 150 percent.

Mechatronics Honors Institute The Mechatronics Honors Institute (MHI) provides true co-op experiences for industry-selected students (AACC, 2019). This program was successfully piloted in 2018 and forms the basis and inspiration for the ATAI program. The program is rapidly expanding due to the increase in manufacturing jobs requiring technical training and industry certifications (SETD, 2018), and this growth is projected to accelerate with the implementation and scaling of the ATAI. For more information about MHI see Appendix G.

Taking the MHI Program to Scale: The CLSCC ATAI Program

The ATAI program will build on the success of the MHI. Selected participants for the ATAI will be provided paid-apprenticeship opportunities in one of the seven programs: Computer Information Technology, Electrical Engineering Technology, Electromechanical Technology, Engineering Systems Technology, HVAC, Mechatronics Technology, and Welding. CLSCC and ATAI leadership will work with the economic agencies and industry partners to expand these apprenticeship opportunities throughout the college's service region.

Detailed Timeline and Overview

The table below provides an overview of the three phases which comprise the project timeline.

A detailed monthly timeline which includes Program Objectives is provided in Appendix B.

Phase	Program Activities	Project Milestones
Phase I November 2019 – August 2020	<ul style="list-style-type: none"> • Marketing material creation, heavy PR/community marketing of ATAI, application, assessment, and selection of 1st annual ATAI students. First annual ATAI class starts classes and apprenticeships. • Create DOL registered apprenticeship qualifications. 	<ul style="list-style-type: none"> • All marketing material created (brochures, videos, social media campaign, etc.) by March 2020. • Community outreach heavy beginning November 2019, and continuing throughout the grant's 30-month period. • ATAI student applications, assessments, and selection activities for Fall 2020 completed by June 2020. • Work begins to become a DOL registered apprenticeship.
Phase II August 2020 – August 2021	<p>All recruiting and selection activities as stated in Phase 1 repeated, working toward ATAI 2nd class.</p> <ul style="list-style-type: none"> • All HIP activities begin for ATAI class #1. 	<ul style="list-style-type: none"> • ATAI student applications, assessments, and selection activities for Fall 2021 completed by June 2021. • ATAI Class #1 begins FYS bootcamp, bimonthly meetings with leadership and soft skills requirements, and collaborative service learning projects.
Phase II August 2021 – April 2022	<ul style="list-style-type: none"> • Recruiting and selection activities in Phase 2 repeated. • Work begins to identify the ATAI 3rd class. • Continued marketing and recruitment efforts for future ATAI classes. • Scale ATAI across all A.A.S. programs at CLSCC. 	<ul style="list-style-type: none"> • ATAI student applications, assessments, and selection activities for Fall 2022 completed by June 2020. • Analyze workforce data in order to scale program across campus to all AAS programs.

Clear Alignment of Workforce Data and Drive to 55 Goals

The Advanced Technologies Apprenticeship Institute is directly aligned with the workforce needs of Tennessee (Drive to 55a, 2019) and the CLSCC service region (SETD, 2018). Paid-apprenticeships will be developed with local industries in the seven ATAI programs, increasing the number of industry certifications, program certificates, and/or associate's degrees awarded. These paid-apprenticeship opportunities will be then be expanded to A.A.S. programs at CLSCC.

Measurable Objectives for Each Phase of the Project

ATAI Program Objective 1 Industry partners offering paid-apprenticeships will be increased from seven to 24 by the end of the GIVE grant period of 30 months.

ATAI Program Objective 2 Applications for paid-apprenticeship opportunities will be expanded to the seven program areas identified in the ATAI and the number of applicants to ATAI programs will be increased to 100 students per year at the end of the grant period.

ATAI Program Objective 3 The number of ATAI students earning industry certifications, college program certificates and/or associate's degrees will be increased to 50 participants per year by the end of the grant period.

ATAI Program Objective 4 Participation by underrepresented student groups in technical skills and trade programs will be increased by 25 percent after implementation of the ATAI program.

ATAI Program Objective 5 Opportunities to participate in CTE programs leading to industry credentials and college program certificates will be available to all high school students throughout the CLSCC service region, and participants will be increased by 25 percent at the end of the grant period.

ATAI Phase	Objective 1 Industry Partners	Objective 2 Program Applications	Objective 3 Program Participants	Objective 4 Increased Underrepresented Participation	Objective 5 Increased HS CTE Students
Phase I Spring 2020	12 Industry Partners	30 ATAI Applicants	20 ATAI Applicants	Baseline Data Established	Baseline Data Established
Phase II AY 2020-21	18 Industry Partners	50 ATAI Applicants	35 ATAI Applicants	12.5 Percent Increase	12.5 Percent Increase
Phase III AY 2021-22	24 Industry Partners	100 ATAI Applicants	50 ATAI Applicants	25 Percent Increase	25 Percent Increase

Recruitment of Underrepresented Student Groups in CTE Programs

The program coordinator and ATAI leadership will work with the economic agencies and local education agencies to recruit program participation for student groups that are historically underrepresented in CTE programs, including females and minorities. Economic agencies will assist with the dissemination of ATAI program opportunities and benefits to citizens throughout the CLSCC service region. Counselors and faculty at LEA high schools will assist with the recruitment and advisement of students who are underrepresented in CTE fields. Economic agencies will communicate scholarship opportunities such as TN Reconnect (Drive to 55a), while high schools will communicate available scholarships such as TN Promise (Drive to 55b). Participation of underrepresented groups will be tracked during the grant period and beyond.

Project Governance and Accountability Plan

The program coordinator will be responsible for the day-to-day management of the ATAI, reporting to the ATAI Project Directors and Co-Directors. Project leadership will establish biannual meetings with the ATAI Advisory Council, and facilitate the communication with industry partners, economic agencies, and local education agencies on a regular basis. To

establish an atmosphere of openness and accountability, electronic newsletters and reports will be shared the ATAI partners. Finally, ATAI and CLSCC leadership will communicate with leaders of existing and potential partners on a monthly basis throughout the grant period.

Structure of the Work-Based Learning Program

Structure of the Program The ATAI program will provide paid-apprenticeship opportunities that parallel the student coursework experiences. ATAI faculty work closely with industry representatives to align curricula with job-related skills, and high-impact practices such as service-learning, leadership training, and capstone projects are integrated into the program.

Coordination of the Program The ATAI program coordinator and leadership will oversee the program activities and work closely with the ATAI Advisory Council and industry partners.

Supervision of Students The program coordinator and Advanced Technologies faculty members will work individually with each ATAI participant, including regular communication with industry representatives and bimonthly meetings to develop soft skills and discuss student ATAI experiences and career plans. Evaluations by industry partners will be performed each semester.

Development of Personalized Learning Plans Students engage in individualized projects, including service-learning projects and a capstone project, which is created in cooperation with industry representatives and judged by industry standards.

Student Assessment Using Multiple Measures Students will be assessed in a variety of ways, including competency-based skills testing, service-learning projects, and a capstone project. Student reflections will be a component of the service-learning and capstone projects.

Evaluation ATAI will be evaluated in multiple ways on a regular basis, including student performance, attainment of industry credentials and college certificates and/or degrees, industry surveys, student feedback, student persistence and retention, and satisfaction of ATAI partners. These evaluations will be performed each semester with the goal of continuous improvement.

High-Quality Experiences Cleveland State's ATAI Work-Based Learning program will incorporate several high-impact experiences, as outlined below. Participants gain real-world, deep learning experiences with the opportunity to earn industry credentials, program certificates and/or college degrees. ATAI graduates earning degrees will be eligible for an honors diploma.

Paid Apprenticeships Participants in the ATI program will work three days a week while attending classes two days a week. This arrangement will allow students to apply what they are learning in the classroom in their job and gain a deep understanding of the program concepts and their applications. CLSCC faculty members will work closely with industry representatives to align college curricula with job-related skills.

Alignment of Job-Related Skills and Program Curricula CLSCC faculty will work closely with industry representatives through the Advanced Technologies Advisory Council to align the program curricula and job-related skills, reinforcing classroom concepts with on-the-job experience. This work will be supported through regular communication during each semester.

Competency-Based Learning Outcomes Aligned with Industry Credentials Through a competency-based education program that is aligned with industry credentials, ATA participants will earn relevant and stackable certifications related to their chosen career.

Deep Learning Opportunities and High Impact Practices Students admitted to the program are exposed to a number of high impact practices, including a two-week summer bootcamp,

meetings with program leadership to develop soft skills, a service-learning project, and leadership training. Further, ATAI students have the opportunities to participate in overseas educational opportunities related to their field of study, and they can participate in cocurricular skills-building activities such as SkillsUSA.

Role of Proposed Equipment Request

The equipment purchases are critical to delivering training and testing to ATAI participants.

Equipment Description	Estimated Cost	ATAI Programs
10-Testing Machines Standard Timing Model (STM)	\$125,000.00	Mechatronics Technology, Electrical Engineering Technology, Electromechanical Technology, and Engineering Systems Technology
Three-Dimensional Printer	\$25,000.00	Engineering Systems Technology
Robotic Arm	\$100,000.00	Mechatronics Technology and Electrical Engineering Technology
Computer Information Technologies Equipment	\$33,000.00	Computer Information Technology
FMS Station with Siemens Controls	\$275,000.00	Mechatronics Technology, Electrical Engineering Technology, Electromechanical Technology, and Engineering Systems Technology

Section 3. Strength of Partnerships

The foundation of the proposed ATAI program will be the ongoing, comprehensive partnerships between regional industry, economic agencies, local education agencies, and CLSCC.

Detailed Description of Each Partner's Role

Industry Partners in the ATAI program will provide paid-apprenticeship opportunities to students accepted into the program. Industry partners will interview and select students to fill their apprenticeship positions. Each industry partner will designate a representative to work

closely with CLSCC faculty to align job-related skills to the program curricula and provide feedback to ATAI leadership in order to support student success. CLSCC will work with the economic agencies and industry partners to provide paid-apprenticeships throughout the region.

Economic Agencies will actively participate in ATAI by assisting with the identification of local industry needs. Eleven economic agencies in the CLSCC service region will work with ATAI leadership to communicate the benefits and outcomes of the program to the industry and citizens in the service region in order to attract new industry partners and program participants.

CLSCC will work with senior higher education institutions to provide opportunities for ATAI participants to continue their education. Articulation agreements with Middle Tennessee State University and the University of Tennessee at Chattanooga are in place for Mechatronics Technology. CLSCC leadership will work to create similar agreements for the ATAI programs.

Local Education Agencies (LEAs) support the ATAI program by working with CLSCC to expand CTE training and dual enrollment opportunities for their students. In addition to providing advisement to ATAI students, counselors at participating high schools will work with ATAI leadership to support the recruitment of underserved students in CTE programs. The partnerships between CLSCC and high schools are critical to the ATAI's success, as dual enrollment students from the partner LEAs accounted for 35 percent of the latest MHI class.

Capabilities of Each Partner to Ensure Success

The roles listed above for each partner are well-defined and have been discussed in advance with leaders of the organizations and companies. Each of the partners has expressed a commitment to scaling the ATAI program and working with CLSCC to ensure its success.

MOU or Letters of Support from Economic Agencies, Industry Partners, and LEAs

MOUs (with data-sharing agreements) and letters of support from economic agencies, industry partners, and LEAs have been received, and are located in Appendices D, E, and F, respectively.

Section 4. Budget Plan

GRANT BUDGET				
GIVE Program Competitive Grant				
Institution: Cleveland State Community College				
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following applicable period: BEGIN: December 1, 2019 END: May 31, 2022				
POLICY 03 Object Line-Item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY 1	Grant Contract	Grantee Participation	TOTAL PROJECT
1,2	Salaries, Benefits & Taxes	202,959.36	0.00	202,959.36
4,15	Professional Fee, Grant & Award 2	24,500.00	0.00	24,500.00
5, 6, 7, 8, 9, 10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	36,000.00	0.00	36,000.00
11, 12	Travel, Conferences & Meetings	80,500.00	0.00	80,500.00
13	Interest 2	0.00	0.00	0.00
14	Insurance	0.00	0.00	0.00
16	Specific Assistance to Individuals	0.00	0.00	0.00
17	Depreciation 2	0.00	0.00	0.00
18	Other Non-Personnel 2	18,000.00	0.00	18,000.00
20	Capital Purchase 2	558,000.00	0.00	558,000.00
22	Indirect Cost	79,996.47	0.00	79,996.47
24	In-Kind Expense	0.00	0.00	0.00
25	Grand Total	\$ 999,955.83	\$ -	\$ 999,955.83

Clear Alignment Between Funding Requests and Grant Activities

All of the expenditures listed in the budget directly support the grant activities and outcomes, as outlined below. Over 78 percent of the budget is tied to ATAI equipment and personnel.

Equipment purchases comprise the majority of the budget, and are critical to delivering the training of job-related skills to ATAI participants. Cleveland State is an official partner school with Siemens' SMSCP Mechatronics Level 1 and Level 2 programs. The SMC mechatronics training system meets the requirements of a Siemens partner school, fulfilling the course and program learning outcomes that lead to certification opportunities at Levels 1 and 2. This program requires students to defend concepts learned in the classroom through the hands-on application of specific equipment, as do each of the ATAI programs. The requested equipment is consistent with the existing Advanced Technologies equipment, and serves the Electrical Engineering Technology, Electromechanical Technology, Electrical Systems Technology, Computer Information Technology, and Mechatronics Technology programs.

Personnel will be hired to support the ATAI, including the program coordinator and an additional faculty member in the Advanced Technologies division. The program coordinator is a grant-funded position and will be hired to support the ATAI leadership and manage the grant activities. The program coordinator will be responsible for collecting participant applications, scheduling interviews, managing ATAI advisory council meetings, scheduling classes, and the facilitating communication among ATAI partners. The program coordinator will also be responsible for working with the economic agencies and local education agencies to disseminate information, devise communication strategies, implement recruitment strategies, execute an advertising campaign, and support the recruitment of underserved populations in technical

education fields. It should be noted that the funding for the additional faculty member will come from additional revenue generated by the expected enrollment growth from the ATAI program.

Other Expenditures The remaining expenditures are needed to support the ATAI, including skills assessment for students and scholarships for overseas educational opportunities.

Explanation of Any Indirect Costs

CLSCC is requesting indirect costs of eight percent, for a total of \$79,996.47. These costs may be incurred for purposes not readily identifiable with a specific cost objective, such as HR.

Section 5. Sustainability

CLSCC leadership is fully committed to the continuance of the ATAI beyond the GIVE grant period of 30 months. This commitment includes the continued scaling of apprenticeships across the CLSCC campus to all Associate of Applied Science (A.A.S.) programs of study.

Plan for Sustaining the Program Beyond 30 Months

The ATAI project is fully sustainable because CLSCC leadership is committed to the full-scale implementation of the program and the continued expansion of paid-apprenticeship programs beyond the grant period. The successful outcomes of the ATAI program will lead to increased enrollment at the college, which will lead to additional revenue estimated to be in excess of \$200,000. These additional funds will be used expressly for an additional ATAI faculty position and equipment expenditures to support and sustain the ATAI program. Furthermore, CLSCC is committed to the continued scaling of apprenticeships to include all A.A.S. programs of study.

Detailed Plan for Maintaining Communication and Sharing Resources

The ATAI Advisory Council will continue to function beyond the GIVE grant period. The college has existing working relationships with the economic agencies, industry partners, and local education agencies, and CLSCC leadership believes that the ATAI will help strengthen and deepen these relationships. Data will be shared regularly between CLSCC and ATAI partners to support the continuous improvement and further expansion of the program. ATAI partners will assist with the program growth and improvement through the regular evaluation of the program's processes and outcomes. ATAI leadership will continue creating and delivering biannual reports to all program partners, and program data will be maintained and shared to assist in recruitment efforts and future apprenticeship programs at CLSCC.

Section 6. Economic Status Acknowledgement***Identification of Two At-Risk Counties in CLSCC ATAI Program***

Among the five counties in the CLSCC service region, the Tennessee Department of Labor has designated Meigs County and Monroe County as At-Risk (TN.GOV, 2019). The Monroe County Chamber of Commerce, Meigs County-Decatur Chamber of Commerce, Monroe County Economic Development Agency, and Tellico Reservoir Development Agency have agreed to support the ATAI program and assist with the identification of local industry needs. The remaining three counties - Bradley County, McMinn County, and Polk County - are categorized as Transitional (TN.GOV, 2019), and economic agencies in each of these counties have also committed to supporting CLSCC's ATAI program.

GRANT BUDGET				
GIVE Program Competitive Grant				
Institution: Cleveland State Community College				
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following applicable period: BEGIN: October 24, 2019 END: April 25, 2022				
POLICY 03 Object Line- Item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY	Grant Contract	Grantee Participation	TOTAL PROJECT
	Salaries, Benefits & Taxes	202,959.36	0.00	202,959.36
	Professional Fee, Grant & Award	24,500.00	0.00	24,500.00
	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	36,000.00	0.00	36,000.00
	Travel, Conferences & Meetings	80,500.00	0.00	80,500.00
	Interest	0.00	0.00	0.00
	Depreciation ²	0.00	0.00	0.00
	Other Non-Personnel ²	18,000.00	0.00	18,000.00
	Capital Purchase ²	558,000.00	0.00	558,000.00
	Indirect Cost	79,996.47	0.00	79,996.47
	In-Kind Expense	0.00	0.00	0.00
	Grand Total	\$ 999,955.83	\$ -	\$ 999,955.83

¹ Each expense object line-item shall be defined by the Department of Finance and Administration Policy 03, *Uniform Reporting Requirements and Cost Allocation Plans for Sub-Recipients of Federal and State Grant Monies, Appendix A.* (posted on the Internet at:

www.state.tn.us/finance/act/documents/policy3.pdf

² Applicable detail follows this page if line-item is funded.

GRANT BUDGET LINE-ITEM DETAIL:

Line 1	Salaries and Wages		
	Program Coordinator (\$40k yr1, +2% yrs 2, 3)		98,948.00
	Faculty 2020-21 Academic Yr		48,124.00
			<u>147,072.00</u>
Line 2	Employee Benefits & Payroll Taxes		
	Budgeted @ 38% of Salaries & Wages for Full-Time		37,600.24
			<u>18,287.12</u>
			<u>55,887.36</u>
Line 4	Professional Fees		
	Program Directors' Stipends @ \$5k/ea x 2 academic yrs plus benefits & employer FICA, Medicare		24,500.00
			<u>24,500.00</u>
Line 5	Supplies		
	Office Supplies		1,500.00
	Recruiting items & giveaways		2,500.00
	Shirts for students & industry		8,600.00
	Graduation tassels		1,600.00
			<u>14,200.00</u>
Line 6	Telephone		
	Monthly Long Distance Charges-30 mos		150.00
	Annual charge @ \$200 per extension per yr for landline		600.00
			<u>750.00</u>
Line 7	Postage and Shipping		
	Monthly postage chgs-30 mos		1,000.00
	Shipping		100.00
			<u>1,100.00</u>
Line 10	Printing and Publications		
	Business Cards		200.00
	Invitations for receptions		4,000.00
	Rack cards		3,000.00
	Floor displays		1,500.00
	Pull displays		750.00
	Videos		10,000.00
	Awards		500.00
			<u>19,950.00</u>

Line 11, 12 Travel, Conferences and Meetings

Travel to Articulation Universities/Conferences	2,500.00
Local travel to industry partners	3,000.00
SMSCP training & travel	50,000.00
SkillsUSA	5,000.00
Travel scholarships for study abroad trip...10- \$1,000 per yr through application process	20,000.00
	<u>80,500.00</u>

Line 18 Other Non-Personnel Expenses

Mechanical Assessments	8,000.00
Career Expo- \$2,000 per year	5,000.00
\$2,000 per year	5,000.00
	<u>18,000.00</u>

Line 19 Capital Purchases

10-Testing machines-Standard Timing Model (STM)	125,000.00
Three-Dimensional Printer	25,000.00
Robotic Arm	100,000.00
Computer Information Technologies Equipment	33,000.00
FMS Station with Siemens Controls	275,000.00
	<u>558,000.00</u>

Appendix B: ATAI Monthly Timeline Details**ATAI Monthly Timeline October 24, 2019 – April 25, 2022**

Month	Activity	Partners	Measurable Objectives	Program Objectives
Fall 2019				
October 24, 2019	Approval of GIVE Grant by THEC	CLSCC	Notified via email by THEC	
November 2019	Hold initial GIVE Committee/ATAI Advisory Council meeting. Meetings will be held quarterly throughout the grant.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be collected and minutes will be kept. Updated report of actions and outcomes every semester (F19, S20, SU20, F20, S21, SU21, F21, S22) to be sent to THEC and GIVE partners.	1
	Develop and create new ATAI student application to include new programs in the scaling of the MHI.	CLSCC	Include new programs and information identified by partners for use in approval process.	2, 4
	Begin creating new marketing videos of previous/current MHI students, classroom visits, instructors, and current MHI students in action if possible.	CLSCC	Track who and what is the subject of these marketing videos and include in 1st semester report.	1, 2, 4
	Develop promotional materials for future program recruitment. (postcards, brochures, social media posts, pull and table top displays, TV/Radio ads, etc.)	CLSCC	Marketing items pushed out early spring 2020 with tracking codes; tracking report of all classrooms visited, videos shared, and social media reach.	1, 2, 4
	Order, receive, and install equipment through April 2020.	CLSCC	Purchase Requisitions will be available for all equipment ordered.	1, 3
	Write job description and advertise ATAI coordinator position and new advanced technologies faculty position	CLSCC	Job descriptions completed by December 1, 2019 and posted by December 15, 2019.	1, 2, 3
	Heavy recruitment of industry partners and roundtable discussions	CLSCC, Industry Partners,	Track industries visited, specific programs	1

	with current industry partners.	Economic Agencies	discussed, and follow up expectations.	
December 2019	End of semester meetings with LEAs	CLSCC, LEAs	Planning meetings for scheduling of classes, placement and advisement of students into AT classes	5
Spring 2020				
January 2020	Interview, hire, and start ATAI Coordinator position.	CLSCC	Job postings open until January 15 th , interviews begin week of January 20 th , with hiring decisions made by January 31 st .	1, 2, 3
	ATAI Program Director & AT Program Chair, and Industry partners will visit high school classrooms to heavily market upcoming application due dates.	CLSCC, Industry Partners	Track each high school classroom visited. Information collected will include: date visited, high school visited, teacher visited, industry partner included in visit.	2, 4
	Send out ATAI postcards with application due date highlighted to all dual enrolled seniors in advanced technology fields.	CLSCC	Track each postcard with a specific included code and website added to wording.	2, 4
February 2020	ATAI and new advanced technologies instructor hired and begin positions.	CLSCC	Both hired positions begin positions by mid-month, register advanced technologies faculty for training courses.	2
	ATAI Program Director & AT Program Chair, Coordinator, and Industry partners will visit high school classrooms to heavily market upcoming application due dates.	CLSCC, Industry Partners	Track each high school classroom visited. Information collected will include: date visited, high school visited, teacher visited, industry partner included in visit.	2, 4
	Hold 2nd GIVE Committee/ATAI Advisory Council meeting. Meetings will be held quarterly throughout the grant.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be collected and minutes will be kept. Updated report of actions and outcomes every semester (F19, S20, SU20, F20, S21, SU21, F21, S22) to be sent to THEC and all GIVE partners.	1

	Industry partners commitment letters and last-minute decisions to join ATAI accepted.	CLSCC, Industry Partners	12 total committed industry partners with specific programs interested in mentioned in letters.	1
March 2020	Industry partner commitment letters will be sent to the ATAI Program Director & AT Program Chair for the ATAI 2020-21 academic year by March 15, 2020.	CLSCC, Industry Partners	Industry partners will increase to a total of 12 (up from the 7 MHI) for the first year of scaling the MHI to the ATAI.	1
	Graduation tassels will be ordered for 3 years of MHI/ATAI students.	CLSCC	First class of MHI graduates announced.	
April 2020	Applications for the 1st ATAI class are due for turning in April 1, 2020.	CLSCC	30 students will turn in ATAI applications for the first phase of the ATAI and at least 20 students will be admitted.	2, 3
	Assessments will be held for all applicants by OneSource based on the program chosen to study.	CLSCC	New equipment will be used for all assessments and data will be synchronized and sent to ATAI Program Director by April 15, 2020.	2, 3
	All applicant data (application details, essay, assessment scores, transcripts, ACT/test scores, and letters of recommendation) will be assembled and organized in a user-friendly document for all industry partners. This will be distributed to all industry partners with completed commitment letters by April 17, 2020.	CLSCC, Industry Partners	Document created and sent to industry partners via email and shared Google folder by April 17, 2020.	2
	Interview workshops will be held for all ATAI student applicants. 2 on-	CLSCC, Industry Partners,	4 interview workshops will be held with attendance tracked. Industry partners and Economic Partners	2

	ground workshops and 2 Zoom video workshops will be held to increase applicants' chances of acceptance.	Economic Agencies	will assist with the workshop topic and classes.	
	Industry certification exams will be held for programs included in the ATAI.	CLSCC	There will be a significant increase in industry certifications, certificates received and/or degrees received. This will be tracked by AT Program Chair.	3
	ATAI applicant/industry interviews will be held by April 30, 2020.	CLSCC, Industry Partners	"Speed Interviewing" will be scheduled for each applicant and sent to each industry partner by April 24, 2020.	2
May 2020	All industry partner choices sent to ATAI Program Director for "drafting options" by May 8, 2020.	CLSCC, Industry Partners	Industry selects applicants based on committed numbers in industry letters. 20 students will be accepted into the ATAI, which is a 35% increase from the previous year in which the only program included was mechatronics.	2, 3
	Acceptance/Rejection letters sent out to all ATAI applicants.	CLSCC, Industry Partners	All acceptance/rejection letter sent via mail and email by May 10, 2020.	2
	Graduation reception will be held for 1st MHI graduating class, and receive all evaluations for portfolio.	CLSCC, Industry Partners, Economic Agencies, LEAs	All partners will be invited to reception that will be held by end of May 2020.	2
	Signing Day will be held for 1st ATAI accepted class for marketing and acceptance recognition in all service area communities.	CLSCC, Industry Partners, Economic Agencies, LEAs	All partners will be invited to Signing Day and heavy PR for the event. Event will take place by end of May 2020.	1, 2
	End of semester meetings with LEAs	CLSCC, LEAs	Planning meetings for scheduling of classes, placement and advisement of students into AT classes	5
Summer 2020				

June 2020	Industry partners notify students of student summer work.	Industry Partners	Industry contact students via email/call to discuss summer work expectations.	2
July 2020	Evaluations for summer students working for industry partners.	CLSCC, Industry Partners	All evaluations sent to ATAI Program Director by August 1, 2020.	2, 3
	All equipment procured and installed at CLSCC.	CLSCC	POs fulfilled and equipment delivered by end of July 2020.	3
Fall 2020				
August 2020	First ATAI class begins courses.	CLSCC	ATAI classes will be held on scheduled days (options M, T, W, R) and 20 students will begin.	2
	ATAI class #1 begins MHI FYS Bootcamp where college skills, career skills, soft skills, leadership, and service are started.	CLSCC	Class will help fulfill honors requirements for an honors degree. Allows soft skills to be taught and TEAM meetings to begin.	2
	Create speaker list for soft skills TEAM meetings for all ATAI students.	CLSCC, Industry Partners, Economic Agencies, LEAs	Speaker timeline sent out via email by September 1, 2020.	2
September 2020	Hold 3 rd GIVE Committee/ATAI Advisory Council meeting. Meetings will be held quarterly throughout the grant.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be collected and minutes will be kept. Updated report of actions and outcomes every semester (F19, S20, SU20, F20 , S21, SU21, F21, S22) sent to THEC and GIVE partners.	1
October 2020	Hold Professional Development Conference for local industry. Invite speaker and presenters that will cover local industry needs. Hold faculty tours of industry partners.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be tracked and industry roundtable held with current ATAI industry partners to assist with recruitment on new industry partners for next ATAI class.	1
	ATAI Program Director & AT Program Chair, Coordinator, and Industry partners will visit high school	CLSCC, Industry Partners	Attendee list will be tracked and industry roundtable held with current ATAI industry partners to assist with recruitment on new	2, 4

	classrooms to heavily market new ATAI class.		industry partners for next ATAI class.	
	Create new videos for recruiting purposes using 1st ATAI class.	CLSCC	Connect videos with Your Skills Your Future in order to target videos toward correct audience.	1, 2, 4
	Heavy industry partner recruiting and roundtable discussions with current partners.	CLSCC, Industry Partners, Economic Agencies	Work toward recruiting 18 total industry partners, an increase of 6 from the previous ATAI class.	1
	Hold TEAM meeting #1 with 1st ATAI class.	CLSCC	Attendance list will be collected and meetings will be continued bimonthly	2
November 2020	Student evaluations for the ATAI first class will be turned in to the ATAI Program Director from both industry partners and AT Program Chair by end of November 2020.	CLSCC, Industry Partners	Evaluations will be shared with students and discussed in a one-on-one meeting with the Director of ATAI/coordinator. Problems/Concerns will be addressed/discussed and goals for following semester created for each student.	2, 3
December 2019	End of semester meetings with LEAs	CLSCC, LEAs	Planning meetings for scheduling of classes, placement and advisement of students into AT classes	5
Spring 2021				
January 2021	ATAI Program Director & AT Program Chair, Coordinator, and Industry partners will visit high school classrooms to heavily market upcoming application due dates.	CLSCC, Industry Partners	Track each high school classroom visited. Information collected will include: date visited, high school visited, teacher visited, industry partner included in visit.	2, 4
	Send out ATAI postcards with application due date highlighted to all dual enrolled seniors in advanced technology fields.	CLSCC	Track each postcard with a specific included code and website added to wording.	2, 4
	ATAI Program Director & AT Program Chair, Coordinator, and	CLSCC, Industry Partners	Track each high school classroom visited. Information collected will include: date visited, high	2, 4

	Industry partners will visit high school classrooms to heavily market upcoming application due dates.		school visited, teacher visited, industry partner included in visit.	
February 2021	Hold 4th GIVE Committee/ATAI Advisory Council meeting. Meetings will be held quarterly throughout the grant.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be collected and minutes will be kept. Updated report of actions and outcomes every semester (F19, S20, SU20, F20, S21, SU21, F21, S22) sent to THEC and GIVE partners.	1
	Industry partner commitment letters will be sent to the ATAI Program Director & AT Program Chair for the ATAI 2021-22 academic year by March 15, 2021.	CLSCC, Industry Partners	Industry partners will increase to a total of 18 for the 2nd year of scaling the MHI to the ATAI.	1
	Industry partners' commitment letters and last-minute decisions to join ATAI accepted.	CLSCC, Industry Partners	18 total committed industry partners with specific programs interested in mentioned in letters.	1
March 2021	Applications for the 1st ATAI class are due for turning in April 1, 2021.	CLSCC	50 students will turn in ATAI applications, which is a 67% increase from year 1, and at least 35 students will be admitted.	2, 3
	Assessments will be held for all applicants by OneSource based on the program chosen to study.	CLSCC	New equipment will be used for all assessments and data will be synchronized and sent to ATAI Program Director by April 15, 2021.	2, 3
April 2021	All applicant data (application details, essay, assessment scores, transcripts, ACT/test scores, and letters of recommendation) will be assembled and organized in a user-friendly document for all industry partners. This will be	CLSCC, Industry Partners	Document created and sent to industry partners via email and shared Google folder by April 16, 2021.	2

	distributed to all industry partners with completed commitment letters by April 16, 2021.			
	Interview workshops will be held for all ATAI student applicants. 2 on-ground workshops will take place and 2 Zoom video workshops will be held to increase applicants' chances of acceptance.	CLSCC, Industry Partners, Economic Agencies	4 interview workshops will be held with attendance tracked. Industry partners and Economic Partners will assist with the workshop topic and classes.	2
	ATAI applicant/industry interviews will be held by April 30, 2021.	CLSCC, Industry Partners	"Speed Interviewing" will be scheduled for each applicant and sent to each industry partner by April 23, 2021.	2
	Industry certification exams will be held for programs included in the ATAI.	CLSCC	There will be a significant increase from the beginning of the grant in industry certifications, certificates received and/or degrees received.	3
	All industry partner choices sent to ATAI Program Director for "drafting options" by May 7, 2021.	CLSCC, Industry Partners	Industry selects applicants based on committed numbers in industry letters. 35 students will be accepted in the ATAI for the 2021 class.	2
	Acceptance/Rejection letters sent out to all ATAI applicants.	CLSCC, Industry Partners	Acceptance/Rejection letters sent out to all ATAI applicants.	2
May 2021	Graduation reception will be held for 2nd MHI graduating class, and receive all evaluations for portfolio.	CLSCC, Industry Partners, Economic Agencies, LEAs	All partners will be invited to reception that will be held by end of May 2021.	1, 2, 3
	End of semester meetings with LEAs	CLSCC, LEAs	Planning meetings for scheduling of classes, placement and advisement of students into AT classes	5
	Signing Day will be held for 2nd ATAI accepted class for marketing and	CLSCC, Industry Partners,	All partners will be invited to Signing Day and heavy PR for the event. Event	1, 2

	acceptance recognition in all service area communities.	Economic Agencies, LEAs	will take place by end of May 2021.	
Summer 2021				
June 2021	Industry partners notify students of student summer work.	Industry Partners	Industry contact students to discuss summer work expectations.	2
July 2021	Evaluations for summer students working for industry partners.	CLSCC	All evaluations sent to ATAI Program Director by August 1, 2021.	2, 3
Fall 2021				
August 2021	Second ATAI class begins courses.	CLSCC	ATAI classes will be held on specifically scheduled days and at least 35 students will begin.	2
	ATAI class #2 begins ATAI FYS Bootcamp where college skills, career skills, soft skills, leadership, and service are started.	CLSCC	Class will help fulfill honors requirements for an honors degree. Allows soft skills to be taught and TEAM meetings to begin.	2, 3
	Create speaker list for soft skills TEAM meetings for all ATAI students.	CLSCC, Industry Partners, Economic Agencies, LEAs	Speaker timeline sent out via email by September 1, 2021.	2
September 2021	Hold 3rd GIVE Committee/ATAI Advisory Council meeting. Meetings will be held quarterly throughout the grant.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be collected and minutes will be kept. Updated report of actions and outcomes every semester (F19, S20, SU20, F20, S21, SU21, F21, S22) sent to THEC and GIVE partners.	1
October 2021	Hold Professional Development Conference for local industry. Invite speaker and presenters that will cover local industry needs.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be tracked and industry roundtable held with current ATAI industry partners to assist with recruitment on new industry partners for next ATAI class.	1
	Heavy industry partner recruiting and roundtable discussions with current partners.	CLSCC, Industry Partners, Economic Agencies	Work toward recruiting 24 total industry partners, an increase of 6 from the previous ATAI class.	1

	ATAI Program Director & AT Program Chair, Coordinator, Industry partners will visit high school classrooms to heavily market new ATAI class.	CLSCC, Industry Partners	Track each high school classroom visited. Information collected will include: date visited, high school visited, teacher visited, industry partner included in visit.	2, 4
	Hold first TEAM meeting with 2nd ATAI class.	CLSCC	Attendance list will be collected and meetings will continue bimonthly.	2
November 2021	Student evaluations for the ATAI first class will be turned in to the ATAI Program Director & AT Program Chair by end of November 2021.	CLSCC, Industry Partners	Evaluations will be shared with students and discussed in a one-on-one meeting with the Director of ATAI. Problems/Concerns will be addressed/discussed and goals for following semester created for each student.	2, 3
December 2019	End of semester meetings with LEAs	CLSCC, LEAs	Planning meetings for scheduling of classes, placement and advisement of students into AT classes	5
Spring 2022				
January 2022	ATAI Program Director & AT Program Chair, Coordinator, and Industry partners will visit high school classrooms to heavily market upcoming application due dates.	CLSCC, Industry Partners	Track each high school classroom visited. Information collected will include: date visited, high school visited, teacher visited, industry partner included in visit.	2, 4
	Send out ATAI postcards with application due date highlighted to all dual enrolled seniors in AT fields.	CLSCC	Track each postcard with a specific included code and website added to wording.	2, 4
	ATAI Program Director & AT Program Chair Coordinator, and Industry partners will visit high school classrooms to heavily market upcoming application due dates.	CLSCC, Industry Partners	Track each high school classroom visited. Information collected will include: date visited, high school visited, teacher visited, industry partner included in visit.	2, 4

	Hold final GIVE Committee/ATAI Advisory Council meeting of grant period.	CLSCC, Industry Partners, Economic Agencies, LEAs	Attendee list will be collected and minutes will be kept. Updated report of actions and outcomes every semester (F19, S20, SU20, F20, S21, SU21, F21, S22) sent to THEC and GIVE partners.	1
February 2022	Industry partner commitment letters will be sent to the ATAI Program Director & AT Program Chair for the ATAI 2022-23 academic year by March 15, 2022.	CLSCC, Industry Partners	Industry partners will increase to a total of 24 for the final grant year of scaling the MHI to the ATAI.	1, 2
March 2022	Applications for the 3rd ATAI class are due for turning in April 1, 2022.	CLSCC	100 students will turn in ATAI applications, which is a 100% increase from year 2, and at least 50 students will be admitted.	2, 3
	Assessments will be held for all applicants by OneSource based on the program chosen to study.	CLSCC	New equipment will be used for all assessments and data will be synchronized and sent to ATAI Program Director by April 15, 2022.	2, 3
April 2022	All applicant data (application details, essay, assessment scores, transcripts, ACT/test scores, and letters of recommendation) will be assembled and organized in a user-friendly document for all industry partners. This will be distributed to all industry partners with completed commitment letters by April 15, 2022.	CLSCC, Industry Partners	4 interview workshops will be held with attendance tracked. Industry partners and Economic Partners will assist with the workshop topic and classes.	2
	Interview workshops will be held for all ATAI student applicants. 2 on-ground workshops	CLSCC, Industry Partners, Economic Agencies	4 interview workshops will be held with attendance tracked. Industry partners and Economic Partners will assist with the	2

	will take place and 2 Zoom video workshops held to increase applicants' chances of acceptance.		workshop topic and classes.	
	Industry certification exams will be held for programs included in the ATAI.	CLSCC	There will be a significant increase since the grant's beginning in industry certifications, certificates received and/or degrees received.	3
	ATAI applicant/industry interviews will be held by April 30, 2022.	CLSCC, Industry Partners	"Speed Interviewing" will be scheduled for each applicant and sent to each industry partner by April 22, 2022. Industry selects applicants based on committed numbers in industry letters. AT least 50 students will be accepted ATAI for 2022.	2
	All industry partner choices sent to ATAI Program Director for "drafting options" by May 6, 2022.		Industry selects applicants based on committed numbers in industry letters.	2
	Acceptance/Rejection letters sent out to all ATAI applicants.		All acceptance/rejection letters sent via mail and email by May 12, 2022.	2
April 25, 2022	ATAI GIVE grant data analyzed and final report compiled for THEC.	CLSCC	Final ATAI GIVE grant report sent to THEC.	
May 2022	Graduation reception will be held for 1st ATAI graduating class, and receive all portfolio evaluations.	CLSCC, Industry Partners, Economic Agencies, LEAs	All partners will be invited to reception that will be held by end of May 2022.	1, 2, 3
	Signing Day will be held for 3rd ATAI accepted class for marketing and acceptance recognition in all service area communities.	CLSCC, Industry Partners, Economic Agencies, LEAs	All partners will be invited to Signing Day and heavy PR for the event. Event will take place by end of May 2022.	1, 2
	End of semester meetings with LEAs	CLSCC, LEAs	Planning meetings for scheduling of classes, placement and advisement of students into AT classes	5

Appendix C: Bibliography

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Appendix D: MOUs and Letters of Support from Economic Agencies

Contents

Cleveland Allied Industries MOU

Cleveland/Bradley Chamber of Commerce MOU

Etowah Chamber of Commerce MOU

McMinn County Economic Development MOU

Meigs County – Decatur Chamber of Commerce MOU

Monroe County Chamber of Commerce Letter of Support

Monroe County Economic Development Agency Letter of Support

Southeast Tennessee Development District MOU

Tellico Reservoir Development Agency MOU

Memorandum of Understanding

between

Cleveland State Community College

and

Cleveland Associated Industries

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Cleveland Associated Industries. Cleveland State Community College and Cleveland Associated Industries agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in fall 2018. Its success has captured the attention of numerous other companies who want to partner with us.

By taking this program to scale to include Bradley, McMinn, Meigs, Monroe and Polk counties, CLSCC will expand the currently offered Mechatronics program to five additional associate degree programs in advanced technologies including: Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology.

Manufacturing makes a difference in the economic well-being of Cleveland and Bradley County, Tennessee. The 32-member companies of Cleveland Associated Industries (CAI) employ over 8,000 workers, offering them jobs with competitive wages, producing innovative products and making a significant contribution to environmental sustainability.

The mission of CAI is to advance the awareness of manufacturing as essential to the local economy and provides our members with programming designed to ensure best practices at every level.

The areas of cooperation between CLSCC and CAI may include, subject to mutual consent, any desirable and feasible activity that would further the goals of each institution. Such interaction may include a variety of joint academic and educational activities such as:

- Support of the expansion of the CLSCC ATAI program and paid work-based participation.
 - Recommend subject matter expert(s) to support the development of students in response to hiring needs and that build career advancement opportunities.
 - Support the best practice of the payment of the salary and benefits of the incumbent employee who is participating in the ATAI program.
 - Support the best practice of apprentice(s) being supervised by experienced mentor(s).
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the company.
- Assist with recruiting efforts for future ATAI industry partners.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

This MOU shall be identified as the parent document of any program agreement executed between the parties. Further agreements concerning any program shall provide details concerning the specific commitments made by each party and shall not become effective until they have been reduced to writing, executed by the duly authorized representatives of the parties.

Specific Roles

Responsibilities of Cleveland State Community College include:

- Recruit, schedule, instruct, retain, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Cleveland Associated Industries include:

- Promote in industry partner recruiting efforts for ATAI through existing and prospective industry relationships, your website and other promotional efforts mutually agreed upon.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Regularly share workforce data and labor market needs with Cleveland State.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Fill local pipeline with skilled workforce for the specific labor needs of Bradley County including:
 - Production: Quality Control, Assembly & Fabrication, Welding
 - Engineering: Civil Engineering Tech, Mechanical Engineering Tech, Electro-Mechanical
 - Maintenance: Maintenance & Repair, Industrial Machinery, HVAC, Automotive Service Tech
 - Chemical: Chemical Equipment Operations, Chemical Technology
 - Construction: Electrician
- Retrain and educate displaced workers so they can obtain employment with today's advanced industries.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allow data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tennessee.

The primary contacts for this MOU are the Executive Director of the Cleveland Associated Industries and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. This MOU may be renewed for another period of three (3) years upon mutual written consent of the parties before the expiration date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:

Lisa Pickel

Lisa Pickel, Executive Director
Cleveland Associated Industries
P.O. Box 212
Cleveland, TN 36364



Dr. William Seymour, President
Cleveland State Community College
3535 Adkisson Drive
Cleveland, TN 37320

August 30, 2019

Date



Date



Memorandum of Understanding

between

Cleveland State Community College

and

Cleveland/Bradley Chamber of Commerce

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Cleveland/Bradley Chamber of Commerce. Cleveland State Community College and Cleveland/Bradley Chamber of Commerce agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in fall 2018. Its success has captured the attention of numerous other companies who want to partner with us.

By taking this program to scale to include Bradley, McMinn, Meigs, Monroe and Polk counties, CLSCC will expand the currently offered Mechatronics program to five additional associate degree programs in advanced technologies including: Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing this program will not only attract more students, but also position the college as a leader in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Cleveland/Bradley Chamber of Commerce may include, subject to mutual consent, any desirable and feasible activity that would further the goals of each institution. Such interaction may include a variety of joint academic and educational activities such as:

- Support of the expansion of the CLSCC ATAI program and paid work-based participation.
 - o Recommend subject matter expert(s) to support the development of students in response to hiring needs and that build career advancement opportunities.
 - o Support the best practice of the payment of the salary and benefits of the incumbent employee who is participating in the ATAI program.

- o Support the best practice of apprentice(s) being supervised by experienced mentor(s).
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the company.
- Assist with recruiting efforts for future ATAI industry partners.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

This MOU shall be identified as the parent document of any program agreement executed between the parties. Further agreements concerning any program shall provide details concerning the specific commitments made by each party and shall not become effective until they have been reduced to writing, executed by the duly authorized representatives of the parties.

Specific Roles

Responsibilities of Cleveland State Community College include:

- Recruit, schedule, instruct, retain, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Cleveland/Bradley Chamber of Commerce include:

- Promote in industry partner recruiting efforts for ATAI through existing and prospective industry relationships, your website and other promotional efforts mutually agreed upon.
- Submit a yearly letter of commitment by March 15th each year to the Director of ATAI at Cleveland State Community College.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Regularly share workforce data and labor market needs with Cleveland State.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

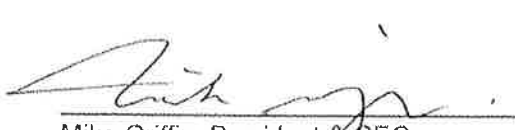
- Fill local pipeline with skilled workforce for the specific labor needs of Bradley County including:
 - o Production: Quality Control, Metal & Plastic Machining, Assembly & Fabrication, Welding

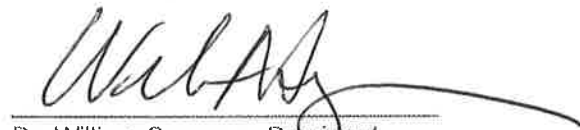
- o Engineering: Civil Engineering Tech, Mechanical Engineering Tech, Electro-Mechanical
 - o Maintenance: Maintenance & Repair, Industrial Machinery, HVAC, Automotive Service Tech
 - o Chemical: Chemical Equipment Operations, Chemical Technology
 - o Construction: Electrician
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
 - Allow data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Vice President for Economic Development for the Cleveland/Bradley Chamber of Commerce and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. This MOU may be renewed for another period of three (3) years upon mutual written consent of the parties before the expiration date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:


 Mike Griffin, President & CEO
 Cleveland/Bradley Chamber of Commerce


 Dr. William Seymour, President
 Cleveland State Community College

9-4-2019
 Date

9/4/2019
 Date



Memorandum of Understanding

between

Cleveland State Community College

and

Etowah Chamber of Commerce

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Etowah Chamber of Commerce. Cleveland State Community College and Etowah Chamber of Commerce agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in fall 2018. Its success has captured the attention of numerous other companies who want to partner with us.

By taking this program to scale to include Bradley, McMinn, Meigs, Monroe and Polk counties, CLSCC will expand the currently offered Mechatronics program to five additional associate degree programs in advanced technologies including: Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing this program will not only attract more students, but also position the college as a leader in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

Etowah is home to the Cherokee National Forest as well as a number of large manufacturers including: Consolidated Metco, InspecTech Corporation, JM Huber, Johns Manville and Waupaca. Etowah is interested in supporting existing industry as well as diversifying prospective new companies. This partnership supports both objectives.

The areas of cooperation between CLSCC and Etowah Chamber of Commerce may include, subject to mutual consent, any desirable and feasible activity that would further the goals of each institution. Such interaction may include a variety of joint academic and educational activities such as:

- Support of the expansion of the CLSCC ATAI program and paid work-based participation.
 - Recommend subject matter expert(s) to support the development of students in response to hiring needs and that build career advancement opportunities.
 - Support the best practice of the payment of the salary and benefits of the incumbent employee who is participating in the ATAI program.
 - Support the best practice of apprentice(s) being supervised by experienced mentor(s).
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the company.
- Assist with recruiting efforts for future ATAI industry partners.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

This MOU shall be identified as the parent document of any program agreement executed between the parties. Further agreements concerning any program shall provide details concerning the specific commitments made by each party and shall not become effective until they have been reduced to writing, executed by the duly authorized representatives of the parties.

Specific Roles

Responsibilities of Cleveland State Community College include:

- Recruit, schedule, instruct, retain, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Etowah Chamber of Commerce include:

- Promote in industry partner recruiting efforts for ATAI through existing and prospective industry relationships, your website and other promotional efforts mutually agreed upon.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Regularly share workforce data and labor market needs with Cleveland State.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Fill local pipeline with skilled workforce for the specific labor needs of Etowah including:
 - o Maintenance: Automotive Service Tech, Maintenance & Repair, Industrial Machinery
 - o Production: Quality Control, Assembly & Fabrication, Welding
 - o Engineering: Mechanical Engineering, Electro-Mechanical
 - o Materials Handling
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allow data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Executive Director of the Etowah Chamber of Commerce and Director of ATA/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. This MOU may be renewed for another period of three (3) years upon mutual written consent of the parties before the expiration date. Each party will have copies of this agreement.

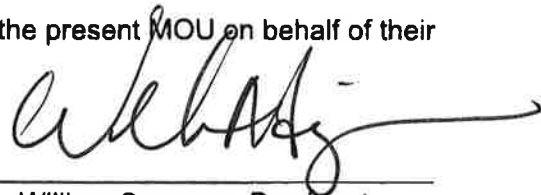
The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Durrant Tullock, Executive Director
Etowah Area Chamber of Commerce
L&N Railroad Depot
P.O. Box 458
Etowah, TN 37331

August 28, 2019

Date



Dr. William Seymour, President
Cleveland State Community College
3535 Adkisson Drive
Cleveland, TN 37320

8-29-19

Date



Memorandum of Understanding

between

Cleveland State Community College

and

McMinn County Economic Development Authority

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and McMinn County Economic Development Authority. Cleveland State Community College and McMinn County Economic Development Authority agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in fall 2018. Its success has captured the attention of numerous other companies who want to partner with us.

By taking this program to scale to include Bradley, McMinn, Meigs, Monroe and Polk counties, CLSCC will expand the currently offered Mechatronics program to five additional associate degree programs in advanced technologies including: Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing this program will not only attract more students, but also position the college as a leader in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

Nearly 28 percent of McMinn County's employment is in the manufacturing sector – more than anywhere else in the state of Tennessee – and 62 percent of those jobs are in automotive supply. McMinn County is interested in supporting existing industry as well as diversifying prospective new industrial companies. This partnership supports both objectives.

The areas of cooperation between CLSCC and McMinn County Economic Development Authority may include, subject to mutual consent, any desirable and feasible activity that

would further the goals of each institution. Such interaction may include a variety of joint academic and educational activities such as:

- Support of the expansion of the CLSCC ATAI program and paid work-based participation.
 - Recommend subject matter expert(s) to support the development of students in response to hiring needs and that build career advancement opportunities.
 - Support the best practice of the payment of the salary and benefits of the incumbent employee who is participating in the ATAI program.
 - Support the best practice of apprentice(s) being supervised by experienced mentor(s).
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the company.
- Assist with recruiting efforts for future ATAI industry partners.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

This MOU shall be identified as the parent document of any program agreement executed between the parties. Further agreements concerning any program shall provide details concerning the specific commitments made by each party and shall not become effective until they have been reduced to writing, executed by the duly authorized representatives of the parties.

Specific Roles

Responsibilities of Cleveland State Community College include:

- Recruit, schedule, instruct, retain, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of McMinn County Economic Development Authority include:

- Promote in industry partner recruiting efforts for ATAI through existing and prospective industry relationships, your website and other promotional efforts mutually agreed upon.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Regularly share workforce data and labor market needs with Cleveland State.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Fill local pipeline with skilled workforce for the specific labor needs of McMinn County including:
 - o Maintenance: Automotive Service Tech, Maintenance & Repair, Industrial Machinery
 - o Production: Quality Control, Assembly & Fabrication, Welding
 - o Engineering: Mechanical Engineering, Electro-Mechanical
 - o Materials Handling
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allow data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

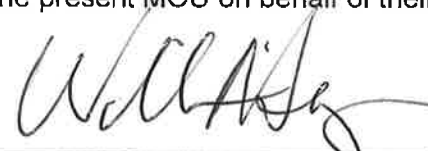
The primary contacts for this MOU are the Executive Director for McMinn County Economic Development Authority and the Director of ATAI for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. This MOU may be renewed for another period of three (3) years upon mutual written consent of the parties before the expiration date. Each party will have copies of this agreement.

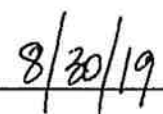
The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Kathy Price, Executive Director
McMinn County Economic
Development Authority
9 E. Madison Avenue
Athens, TN 37303



Dr. William Seymour, President
Cleveland State Community College
3535 Adkisson Drive
Cleveland, TN 37320



Date



Date



&



Memorandum of Understanding

between

Cleveland State Community College

and

Meigs Chamber of Commerce

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Meigs County Chamber of Commerce. Cleveland State Community College and Meigs County Chamber of Commerce agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in fall 2018. Its success has captured the attention of numerous other companies who want to partner with us.

By taking this program to scale to include Bradley, McMinn, Meigs, Monroe and Polk counties, CLSCC will expand the currently offered Mechatronics program to five additional associate degree programs in advanced technologies including: Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing this program will not only attract more students, but also position the college as a leader in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

Meigs County is home Marine Industries, Tennessee River Implements, Storm Copper Components, Shaw Industries, Solomon Corporation, Polyform, Hampton Meat Processing, Cymer and Titan Implement. Meigs County is interested in supporting existing industry as well as diversifying prospective new companies. This partnership supports both objectives.

The areas of cooperation between CLSCC and Meigs County Chamber of Commerce may include, subject to mutual consent, any desirable and feasible activities that would

further the goals of each institution. Such interaction may include a variety of joint academic and educational activities such as:

- Support of the expansion of the CLSCC ATAI program and paid work-based participation.
 - o Recommend subject matter expert(s) to support the development of students in response to hiring needs and that build career advancement opportunities.
 - o Support the best practice of the payment of the salary and benefits of the incumbent employee who is participating in the ATAI program.
 - o Support the best practice of apprentice(s) being supervised by experienced mentor(s).
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the company.
- Assist with recruiting efforts for future ATAI industry partners.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

This MOU shall be identified as the parent document of any program agreement executed between the parties. Further agreements concerning any program shall provide details concerning the specific commitments made by each party and shall not become effective until they have been reduced to writing, executed by the duly authorized representatives of the parties.

Specific Roles

Responsibilities of Cleveland State Community College include:

- Recruit, schedule, instruct, retain, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Meigs County Chamber of Commerce include:

- Promote in industry partner recruiting efforts for ATAI through existing and prospective industry relationships, your website and other promotional efforts mutually agreed upon.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Regularly share workforce data and labor market needs with Cleveland State.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

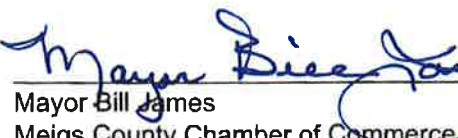
Benefits for agreement between both parties:

- Fill local pipeline with skilled workforce for the specific labor needs of Meigs County including:
 - Production: Quality Control, Assembly & Fabrication, Welding
 - Engineering: Mechanical Engineering, Electro-Mechanical
 - Maintenance: Automotive Service Tech, Maintenance & Repair, Industrial Machinery
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allow data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Meigs County Mayor and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. This MOU may be renewed for another period of three (3) years upon mutual written consent of the parties before the expiration date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:


Mayor Bill James
Meigs County Chamber of Commerce
P.O. Box 1301
Decatur, TN 37322

8/27/2019

Date


Dr. William Seymour, President
Cleveland State Community College
3535 Adkisson Drive
Cleveland, TN 37320

8-27-19

Date



Monroe County Chamber of Commerce
520 Cook Street, Suite A
Madisonville, TN 37354

August 30, 2019

Cleveland State Community College
Dr. Bill Seymour, President
3535 Adkisson Dr
Cleveland, TN 37320

Dr. Seymour,

This letter is to inform you that Monroe County Chamber of Commerce is in support of the Governors Investment in Vocational Education (GIVE) grant application being submitted by Cleveland State Community College (CSCC). The goal of this grant is to scale CSCC's existing and proven Mechatronics Honors Institute across our five-county service area.

Area companies have many employees quickly approaching retirement age and the lack of skilled workers to fill those spots. Cleveland State's proposed Advanced Technologies Apprenticeship Institute (ATAI) will benefit all involved and assist in finding and retaining qualified, skilled individuals. This initiative is one that complements Monroe County Chamber of Commerce's goals, which support the manufacturing industry as a whole.

Unique to ATAI is the work-based learning component through a paid apprenticeship program. We believe that our area's boating industry would benefit from this type of program to help fill a workforce pipeline with trained and qualified employees.

We look forward to working with Cleveland State to develop a stronger workforce who will meet the needs of the Monroe County area. We urge the Tennessee Higher Education Commission to select this grant application for funding.

Best Regards,

A handwritten signature in black ink that reads "Brandy Gentry". The signature is fluid and cursive.

Brandy Gentry, President



Monroe County Tennessee Economic Development

103 College Street South, Suite 6
Madisonville, TN 37354

August 30, 2019

Cleveland State Community College
Dr. Bill Seymour, President
3535 Adkisson Dr
Cleveland, TN 37320

Dr. Seymour,

This letter is to inform you that Monroe County Tennessee Economic Development agency is in support of the Governors Investment in Vocational Education (GIVE) grant application being submitted by Cleveland State Community College (CSCC). The goal of this grant is to scale CSCC's existing and proven Mechatronics Honors Institute across our five-county service area.

Area companies have many employees quickly approaching retirement age and the lack of skilled workers to fill those spots. Cleveland State's proposed Advanced Technologies Apprenticeship Institute (ATAI) will benefit all involved and assist in finding and retaining qualified, skilled individuals. This initiative is one that complements Monroe County Tennessee Economic Development's goals, which support the manufacturing industry as a whole.

Unique to ATAI is the work-based learning component through a paid apprenticeship program. We believe that our area's boating industry would benefit from this type of program to help fill a workforce pipeline with trained and qualified employees.

We look forward to working with Cleveland State to develop a stronger workforce who will meet the needs of the Monroe County area. We urge the Tennessee Higher Education Commission to select this grant application for funding.

Best Regards,

Richard Kirkland, Executive Director

Memorandum of Understanding

between

Cleveland State Community College

and

Southeast Tennessee Development District

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Southeast Tennessee Development District. Cleveland State Community College and Southeast Tennessee Development District agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in fall 2018. Its success has captured the attention of numerous other companies who want to partner with us.

By taking this program to scale to include Bradley, McMinn, Meigs, Monroe and Polk counties, CLSCC will expand the currently offered Mechatronics program to five additional associate degree programs in advanced technologies including: Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology.

As outlined in SETD's 2018 Comprehensive Economic Development Strategy new advanced industries and international companies are creating unprecedented career opportunities for workers in our region. Education and training initiatives to help older workers obtain the proper skill sets, and encouraging students and young workers to pursue these high-paying fields, will improve residents' quality of life and standard of living. Work-based learning programs like GIVE will introduce and prepare students for today's careers. An equally important opportunity is Technology and Innovation. With an increasing demand for advanced health care and cyber security, SEDEV and CLSCC makes for a highly synergistic partnership.

SEDEV is interested in supporting existing manufacturing and service industries as well as diversifying opportunities for our region. This partnership supports both objectives.

The areas of cooperation between CLSCC and Southeast Tennessee Development District may include, subject to mutual consent, any desirable and feasible activity that would further the goals of each institution. Such interaction may include a variety of joint academic and educational activities such as:

- Support of the expansion of the CLSCC ATAI program and paid work-based participation.
 - Recommend subject matter expert(s) to support the development of students in response to hiring needs and that build career advancement opportunities.
 - Support the best practice of the payment of the salary and benefits of the incumbent employee who is participating in the ATAI program.
 - Support the best practice of apprentice(s) being supervised by experienced mentor(s).
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the company.
- Assist with recruiting efforts for future ATAI industry partners.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

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Specific Roles

Responsibilities of Cleveland State Community College include:

- Recruit, schedule, instruct, retain, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Southeast Tennessee Development District include:

- Promote in industry partner recruiting efforts for ATAI through existing and prospective industry relationships, your website and other promotional efforts mutually agreed upon.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Regularly share workforce data and labor market needs with Cleveland State.

- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Eliminate the stigma of manufacturing jobs through exploratory career and work-based learning programs.
- Promote post-secondary degrees and certificates that will help students get good jobs in our region.
- Retrain and educate displaced workers so they can obtain employment with today's advanced industries.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allow data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tennessee.

The primary contacts for this MOU are the Executive Director of the Southeast Tennessee Development District and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. This MOU may be renewed for another period of three (3) years upon mutual written consent of the parties before the expiration date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:

Beth Jones
Beth Jones, Executive Director
Southeast Tennessee Development
1000 Riverfront Parkway
Chattanooga, TN 37402
9/3/2019
Date

William Seymour
Dr. William Seymour, President
Cleveland State Community College
3535 Adkisson Drive
Cleveland, TN 37320
9/3/2019
Date



&



Tellico Reservoir
DEVELOPMENT AGENCY

Memorandum of Understanding

between

Cleveland State Community College

and

Tellico Reservoir Development Agency

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Tellico Reservoir Development Agency. Cleveland State Community College and Tellico Reservoir Development Agency agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in fall 2018. Its success has captured the attention of numerous other companies who want to partner with us.

By taking this program to scale to include Bradley, McMinn, Meigs, Monroe and Polk counties, CLSCC will expand the currently offered Mechatronics program to five additional associate degree programs in advanced technologies including: Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing this program will not only attract more students, but also position the college as a leader in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

With over 20 boating and boating parts manufacturers in the Tellico area developing skilled workers to build boats, manufacture automotive seating, fabricate metal, and design steering systems is a priority.

The areas of cooperation between CLSCC and Tellico Reservoir Development Agency may include, subject to mutual consent, any desirable and feasible activity that would further the goals of each institution. Such interaction may include a variety of joint academic and educational activities such as:

- Support of the expansion of the CLSCC ATAI program and paid work-based participation.

- o Recommend subject matter expert(s) to support the development of students in response to hiring needs and that build career advancement opportunities.
- o Support the best practice of the payment of the salary and benefits of the incumbent employee who is participating in the ATAI program.
- o Support the best practice of apprentice(s) being supervised by experienced mentor(s).
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the company.
- Assist with recruiting efforts for future ATAI industry partners.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

This MOU shall be identified as the parent document of any program agreement executed between the parties. Further agreements concerning any program shall provide details concerning the specific commitments made by each party and shall not become effective until they have been reduced to writing, executed by the duly authorized representatives of the parties.

Specific Roles

Responsibilities of Cleveland State Community College include:

- Recruit, schedule, instruct, retain, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Tellico Reservoir Development Agency include:

- Promote in industry partner recruiting efforts for ATAI through existing and prospective industry relationships, your website and other promotional efforts mutually agreed upon.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Regularly share workforce data and labor market needs with Cleveland State.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Fill local pipeline with skilled workforce for the specific labor needs of Tellico Reservoir Development Agency including: advanced manufacturing, engineering, operations, sales and business management.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allow data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the President for Economic Development for Monroe County Chamber of Commerce and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. This MOU may be renewed for another period of three (3) years upon mutual written consent of the parties before the expiration date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Brian Hall, Executive Director
Tellico Reservoir Development Agency
165 Deer Crossing
Vonore, TN 37885



Dr. William Seymour, President
Cleveland State Community College
3535 Adkisson Drive
Cleveland, TN 37320

8/28/2019

Date

Date

Appendix E: MOUs and Letters of Support from Industry Partners

Contents

Beiersdorf MOU

Denso MOU

Mayfield MOU

McKee MOU

Tennova Healthcare Letter of Support



Beiersdorf

Memorandum of Understanding

between

Cleveland State Community College

and

Beiersdorf Manufacturing

This Memorandum of Understanding (MOU) is entered into on this 1st day of September 2019 by and between Cleveland State Community College (CLSCC) and Beiersdorf Manufacturing. Cleveland State Community College and Beiersdorf Manufacturing agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By Beiersdorf Manufacturing assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing) this program will not only attract more students across the 5-county CLSCC service area, but also position the college and it's industry partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Beiersdorf Manufacturing may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

- Expansion and scaling activities that continue to aid in paid work-based learning participation among area students.
- Screen and select students interested in the ATAI program.
- Ensure apprentice(s) are supervised by experienced mentor(s) and connected classroom curriculum to associated career experience.

- Provide apprentice wage increase opportunities that commensurate with their advancement skills and knowledge.
- Collaborate and cooperate in monitoring and recording student's progress throughout the ATAI program.
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the industry partners.
- Assist with recruiting efforts for future ATAI classes.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

Specific Roles

Responsibilities of Cleveland State Community College are to include:

- Recruit, schedule, instruct, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Beiersdorf Manufacturing:

- Assist in recruiting efforts for ATAI through high school visits and community outreach.
- Provide support and mentorship to each of Beiersdorf Manufacturing's selected ATAI student(s) for two (2) years from the starting semester of each student.
- Submit a yearly letter of commitment by March 15th to the Director of ATAI at Cleveland State Community College
- Commit to interviewing yearly applicants each spring and sending final apprentice decisions by the agreed upon date by the Director of the ATAI and Advisory Council members.
- Orient, communicate, and onboard each specific industry chosen apprentice before classes start for the fall semester
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:


- Increase a skilled workforce for the demands of the local industry and communities served.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allows data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new

industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Site Lead Operational Excellence and WorkForce Development for Beiersdorf Manufacturing and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Joseph Noble
Site Lead Operational Excellence and
WorkForce Development
Beiersdorf Manufacturing

Dr. William Seymour
President
Cleveland State Community College



Memorandum of Understanding

between

Cleveland State Community College

and

Denso Manufacturing Athens, TN

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Denso Manufacturing Athens TN. Cleveland State Community College and Denso Manufacturing agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By Denso Manufacturing assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing) this program will not only attract more students across the 5-county CLSCC service area, but also position the college and its industry partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Denso Manufacturing may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

- Expansion and scaling activities that continue to aid in paid work-based learning participation among area students.
- Screen and select students interested in the ATAI program.
- Ensure apprentice(s) are supervised by experienced mentor(s) and connected classroom curriculum to associated career experience.
- Provide apprentice wage increase opportunities that commensurate with their advancement skills and knowledge.
- Collaborate and cooperate in monitoring and recording student's progress throughout the ATAI program.
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the industry partners.
- Assist with recruiting efforts for future ATAI classes.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

Specific Roles

Responsibilities of Cleveland State Community College are to include:

- Recruit, schedule, instruct, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Denso Manufacturing Athens, TN:

- Assist in recruiting efforts for ATAI through high school visits and community outreach.
- Provide support and mentorship to each of Denso Manufacturing's selected ATAI student(s) for two (2) years from the starting semester of each student.
- Submit a yearly letter of commitment by March 15th to the Director of ATAI at Cleveland State Community College
- Commit to interviewing yearly applicants each spring and sending final apprentice decisions by the agreed upon date by the Director of the ATAI and Advisory Council members.
- Orient, communicate, and onboard each specific industry chosen apprentice before classes start for the fall semester
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Increase a skilled workforce for the demands of the local industry and communities served.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allows data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Supervisor of Human Resources Talent Acquisition for Denso Manufacturing Athens, TN and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Crystal Renner
Supervisor- HR Talent Acquisition
Denso Manufacturing- Athens, TN



Dr. William Seymour
President
Cleveland State Community College



Memorandum of Understanding

between

Cleveland State Community College

and

Mayfield Dairy

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and Mayfield Dairy. Cleveland State Community College and Mayfield Dairy agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By Mayfield Dairy assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology). Developing this program will not only attract more students across the 5-county CLSCC service area, but also position the college and its industry partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Mayfield Dairy may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

- Expansion and scaling activities that continue to aid in paid work-based learning participation among area students.
- Screen and select students interested in the ATAI program.

- Ensure apprentice(s) are supervised by experienced mentor(s) and connected classroom curriculum to associated career experience.
- Provide apprentice wage increase opportunities that commensurate with their advancement skills and knowledge.
- Collaborate and cooperate in monitoring and recording student's progress throughout the ATAI program.
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the industry partners.
- Assist with recruiting efforts for future ATAI classes.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

Specific Roles

Responsibilities of Cleveland State Community College are to include:

- Recruit, schedule, instruct, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Mayfield Dairy:

- Assist in recruiting efforts for ATAI through high school visits and community outreach.
- Provide support and mentorship to each of Mayfield Dairy's selected ATAI student(s) for two (2) years from the starting semester of each student.
- Submit a yearly letter of commitment by March 15th to the Director of ATAI at Cleveland State Community College
- Commit to interviewing yearly applicants each spring and sending final apprentice decisions by the agreed upon date by the Director of the ATAI and Advisory Council members.
- Orient, communicate, and onboard each specific industry chosen apprentice before classes start for the fall semester
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Increase a skilled workforce for the demands of the local industry and communities served.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.

- Allows data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Plant Engineer for Mayfield Dairy and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Christopher DiGiovanni
Plant Engineer
Mayfield Dairy



Dr. William Seymour
President
Cleveland State Community College



Memorandum of Understanding

between

Cleveland State Community College

and

McKee Foods Corporation

This Memorandum of Understanding (MOU) is entered into on this 30th day of August 2019 by and between Cleveland State Community College (CLSCC) and McKee Food Corporation. Cleveland State Community College and McKee Food Corporation agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By McKee Food Corporation assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology. Developing) this program will not only attract more students across the 5-county CLSCC service area, but also position the college and its industry partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and McKee Food Corporation may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

- Expansion and scaling activities that continue to aid in paid work-based learning participation among area students.
- Screen and select students interested in the ATAI program.
- Ensure apprentice(s) are supervised by experienced mentor(s) and connected classroom curriculum to associated career experience.
- Provide apprentice wage increase opportunities that commensurate with their advancement skills and knowledge.
- Collaborate and cooperate in monitoring and recording student's progress throughout the ATAI program.
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, and the industry partners.
- Assist with recruiting efforts for future ATAI classes.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

Specific Roles

Responsibilities of Cleveland State Community College are to include:

- Recruit, schedule, instruct, and evaluate students for the ATAI.
- Continually communicate with and update industry partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit both the needs of industry and students accepted in the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of McKee Food Corporation:

- Assist in recruiting efforts for ATAI through high school visits and community outreach.
- Provide support and mentorship to each of McKee Food Corporation's selected ATAI student(s) for two (2) years from the starting semester of each student.
- Submit a yearly letter of commitment by March 15th to the Director of ATAI at Cleveland State Community College
- Commit to interviewing yearly applicants each spring and sending final apprentice decisions by the agreed upon date by the Director of the ATAI and Advisory Council members.
- Orient, communicate, and onboard each specific industry chosen apprentice before classes start for the fall semester
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Increase a skilled workforce for the demands of the local industry and communities served.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allows data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Human Resource Business Partner for McKee Food Corporation and Director of ATA/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on August 30, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Jason Hobbs
Human Resource Business Partner
McKee Food Corporation



Dr. William Seymour
President
Cleveland State Community College

September 5, 2019

Cleveland State Community College
Advanced Technologies Department
3535 Adkisson Dr
Cleveland, TN 37320

President Dr. Seymour, Dr. Tim Wilson, Marci Reiter,

This is to inform you that Tennova Healthcare-Cleveland is in support of the GIVE grant application which will scale the proven Mechatronics Honors Institute and is being submitted by Cleveland State Community College with Cleveland State Community College.

This initiative is one that supports our business and the IT industry as a whole. Area companies have many employees quickly approaching retirement age and the lack of skilled workers to fill those spots. Cleveland State's proposed Advanced Technologies Apprenticeship Institute will benefit all involved and assist in finding and retaining qualified, skilled individuals.

What is unique to this model is the work-based learning component which is achieved through a paid apprenticeship program. Although Tennova Healthcare-Cleveland is not yet participating, we are interested in learning more about how we can also support the program.

We look forward to working with Cleveland State to develop a qualified workforce who meet the needs of area industry. We urge the Tennessee Higher Education Commission to select this grant application for funding.

Best Regards,



Chris Duggan

Information Systems Lead

Appendix F MOUs and Letters of Support from Local Education Agencies

Contents

Bradley County Schools Letter of Support and MOU

Cleveland City Schools Letter of Support and MOU

McMinn County Schools Letter of Support

Meigs County Schools Letter of Support

Monroe County Schools Letter of Support and MOU

Polk County Schools MOU

Bradley County Schools

Dr. Linda Cash
**Director of
Schools**



August 30, 2019

Cleveland State Community College
Dr. Bill Seymour, President 3
535 Adkisson Dr Cleveland, TN 37320

Dr. Seymour,

This letter is to inform you that Bradley County schools and CTE department is in support of the Governors Investment in Vocational Education (GIVE) grant application being submitted by Cleveland State Community College (CSCC). The goal of this grant is to scale CSCC's existing and proven Mechatronics Honors Institute to include all Advanced Technology programs.

Area companies have many employees quickly approaching retirement age and the lack of skilled workers to fill those spots. Cleveland State's proposed Advanced Technologies Apprenticeship Institute (ATAI) will benefit all involved and assist in finding and retaining qualified, skilled individuals. This initiative is one that complements Bradley County School's goals, which support the manufacturing industry as a whole.

Unique to ATAI is the work-based learning component through a paid apprenticeship program. We believe that our graduates and local industry would benefit from this type of program to help fill a workforce pipeline with trained and qualified employees.

We look forward to working with Cleveland State to develop a stronger workforce who will meet the needs of the Bradley County. We urge the Tennessee Higher Education Commission to select this grant application for funding.

Sincerely,

A handwritten signature in cursive script that reads "Linda Cash".

Dr. Linda Cash
Director of Schools



800 South Lee Hwy.
Cleveland, TN 37311
(423) 476-0620
Fax (423) 476-0485



Memorandum of Understanding

between

**Cleveland State Community College
and
Bradley County Schools**

This Memorandum of Understanding (MOU) is entered into on this 3rd day of September 2019 by and between Cleveland State Community College (CLSCC) and Bradley County Schools. Cleveland State Community College and Bradley County Schools agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers, secondary educational institutions and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By Bradley County Schools assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology), developing this program will not only attract more industries across the 5-county CLSCC service area to join the program, but also position the college and its secondary education partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Bradley County Schools may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

- Expansion and scaling activities that continue to aid in paid work-based learning participation among area students.

- Allow and assist the recruiting efforts of CLSCC and ATAI by welcoming and planning classroom visits and information offerings.
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, the secondary educational programs, and the industry partners.
- Continue to schedule/offer dual enrollment/credit courses in the fields of study that will feed into the ATAI newly and previously connected programs.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

Specific Roles

Responsibilities of Cleveland State Community College are to include:

- Recruit, schedule, instruct, and evaluate students for the ATAI.
- Continually communicate with and update all educational partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit the needs of high school students enrolled in dual enrollment/dual credit courses who are the pipeline of students being used to fill the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Bradley County Schools:

- Assist in recruiting efforts for ATAI through allowing high school visits and assisting in community outreach.
- Commit to allowing high school seniors who have applied to the ATAI time to travel off campus for interviewing of yearly applicants each spring.
- Assist with scheduling of assessments (mechanical, electrical, etc.) for applicants to the ATAI each spring.
- Attend ATAI Advisory Council meetings and suggest mutually beneficial changes and updates for the overall success of the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Benefits for agreement between both parties:

- Increase a skilled workforce for the demands of the local industry and communities served.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allows data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Career and Technical Director for Bradley County Schools and Director of ATAI/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on September 1, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:

A handwritten signature in cursive script, reading "Linda Cash", written over a solid horizontal line.

Dr. Linda Cash
Director of Schools
Bradley County Schools

A handwritten signature in cursive script, reading "William Seymour", written over a solid horizontal line.

Dr. William Seymour
President
Cleveland State Community College



August 30, 2019

Cleveland State Community College
Dr. Bill Seymour, President 3
535 Adkisson Dr Cleveland, TN 37320

Dr. Seymour,

This letter is to inform you that Cleveland City schools and CTE department is in support of the Governors Investment in Vocational Education (GIVE) grant application being submitted by Cleveland State Community College (CSCC). The goal of this grant is to scale CSCC's existing and proven Mechatronics Honors Institute to include all Advanced Technology programs.

Area companies have many employees quickly approaching retirement age and the lack of skilled workers to fill those spots. Cleveland State's proposed Advanced Technologies Apprenticeship Institute (ATAI) will benefit all involved and assist in finding and retaining qualified, skilled individuals. This initiative is one that complements Cleveland City School's goals, which support the manufacturing industry as a whole.

Unique to ATAI is the work-based learning component through a paid apprenticeship program. We believe that our graduates and local industry would benefit from this type of program to help fill a workforce pipeline with trained and qualified employees. We look forward to working with Cleveland State to develop a stronger workforce who will meet the needs of the Bradley County. We urge the Tennessee Higher Education Commission to select this grant application for funding.

Sincerely,

Renny Whittenbarger

Supervisor of Career and Technical Education



Memorandum of Understanding

between

Cleveland State Community College

and

Cleveland City Schools

This Memorandum of Understanding (MOU) is entered into on this 3rd day of September 2019 by and between Cleveland State Community College (CLSCC) and Cleveland City Schools. Cleveland State Community College and Cleveland City Schools agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers, secondary educational institutions and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By Polk County Schools assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology), developing this program will not only attract more industries across the 5-county CLSCC service area to join the program, but also position the college and its secondary education partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Cleveland City Schools may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

- Expansion and scaling activities that continue to aid in paid work-based learning participation among area students.

- Allow and assist the recruiting efforts of CLSCC and ATAI by welcoming and planning classroom visits and information offerings.
- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, the secondary educational programs, and the industry partners.
- Continue to schedule/offer dual enrollment/credit courses in the fields of study that will feed into the ATAI newly and previously connected programs.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

Specific Roles

Responsibilities of Cleveland State Community College are to include:

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Responsibilities of Cleveland City Schools:

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- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

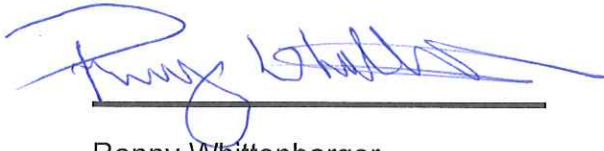
Benefits for agreement between both parties:

- Increase a skilled workforce for the demands of the local industry and communities served.
- Create pathways from area high schools to post-secondary work-based learning opportunities, which lead to an increase in trained workers to fill industry employment needs.
- Allows data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

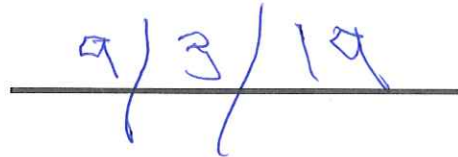
The primary contacts for this MOU are the Career and Technical Director for Cleveland City Schools and Director of ATA/Advanced Technology Program Director for Cleveland State Community College. As previously noted, the parties shall enter into specific written agreements whenever appropriate to clarify and define the nature, extent, and terms of operation for the proposed collaborations. All agreements and activities covered under this MOU or entered into by the parties must comply with all applicable laws and regulations, including all U.S. and (Country) export control laws and regulations.

This MOU will take effect on September 1, 2019 and will be valid for three (3) years from the date noted in the first line of this document unless terminated by one of the parties. Either party may withdraw from this MOU provided written notification of the withdrawal is given to the other party at least one (1) month prior to the desired withdrawal date. Each party will have copies of this agreement.

The following authorized individuals have signed the present MOU on behalf of their respective institutions:

A handwritten signature in blue ink, appearing to read "Renny Whittenbarger", is written over a horizontal line.

Renny Whittenbarger
Career & Technical Director
Cleveland City Schools

A handwritten date "9/3/19" in blue ink is written over a horizontal line.

Dr. William Seymour
President
Cleveland State Community College



McMINN COUNTY SCHOOLS

3 South Hill Street • Athens, TN 37303

Ph: (423) 745-1612 • Fax: (423) 744-1641

Director of Schools • Lee Parkison

August 30, 2019

Cleveland State Community College
Dr. Bill Seymour, President 3
535 Adkisson Dr.
Cleveland, TN 37320

Dr. Seymour,

This letter is to inform you that McMinn County schools and CTE department is in support of the Governors Investment in Vocational Education (GIVE) grant application being submitted by Cleveland State Community College (CSCC). The goal of this grant is to scale CSCC's existing and proven Mechatronics Honors Institute to include all Advanced Technology programs.

Area companies have many employees quickly approaching retirement age and the lack of skilled workers to fill those spots. Cleveland State's proposed Advanced Technologies Apprenticeship Institute (ATAI) will benefit all involved and assist in finding and retaining qualified, skilled individuals. This initiative is one that complements Monroe County Tennessee Economic Development's goals, which support the manufacturing industry as a whole.

Unique to ATAI is the work-based learning component through a paid apprenticeship program. We believe that our graduates and local industry would benefit from this type of program to help fill a workforce pipeline with trained and qualified employees.

We look forward to working with Cleveland State to develop a stronger workforce who will meet the needs of the McMinn County. We urge the Tennessee Higher Education Commission to select this grant application for funding.

Sincerely,

Lee Parkison
Director of Schools

Elizabeth Pierce-Oswalt
Career Technical Education Supervisor

"TODAY'S CHILD... TOMORROW'S HOPE"

MEIGS COUNTY DEPARTMENT OF EDUCATION

P.O. Box 1039 • 345 Main Street North • Decatur, Tennessee 37322 • Telephone (423) 334-5793 • Fax (423) 334-1462

DONALD E. ROBERTS • DIRECTOR OF SCHOOLS

To Whom It May Concern:

The Meigs County Board of Education would like to write a letter of support for Cleveland State Community College to foster a dual enrollment Mechatronics program at Meigs County High School. Meigs County is an at-risk county. Many of the students at Meigs County High School come from families that live in poverty and most are the first in their families to consider post-secondary education. It is our goal, as administrators of the school, to provide opportunities for our students which will help them become college- and career-ready. We believe this program will help us to better reach that goal.

Drive to 55 data shows that students from Meigs County have exponentially higher rates of persistence once enrolled in college if they have completed dual enrollment courses. We know that mechatronics is a field that is in high-demand by employers in the region, and we recognize that this mechatronics dual enrollment program and the funding to pay for these classes would target a demographic of students who, when provided with the right opportunities, would be on a path to complete their credential, therefore, increasing the percentage of our citizenry who have a degree beyond high school which, in turn, would attract a larger labor market and potential companies to the area. As a member of the Economic Development Board, I know that potential employers are looking for an employable workforce. Having students graduate with over half of the requirements to complete a certification in this field could have a lasting impact on the county as a whole and certainly on the students who pursue this pathway.

Meigs County Schools has a long-standing partnership with Cleveland State. We have worked closely together for years to provide advancing opportunities for our students. More Meigs County graduates enroll at Cleveland State than any other post-secondary institution. We know the quality of their programs and the expectations they place on their students and staff. It is because of these reasons and the opportunities that this program will provide for our students that we strongly support this endeavor and will support this grant effort whole-heartedly.

Sincerely,



Clinton R. Baker
Director of Schools



Carmen Choat
Assistant Director



Christy Cobble
CTE Director

COUNTY BOARD OF EDUCATION

Mr. Chris Clark • Mr. Ross Irwin • Mrs. Tessa Perkinson • Mr. Ruben "Mike" McKenzie • Mr. Andy Andrews

STAFF

D. Milburn Harmon, Jr., Asst. Director of Schools, 6-8 Supervisor, Director of Federal Programs

G. David Brown, Special Programs Director, School Psychologist, Tech. Coordinator, Attendance • Amanda Pritchett, K-5 Supervisor, School Psychologist

Renae Martin, Director of Teacher Development, Testing Coordinator • Carmen Choat, 9-12 Supervisor, Textbook & College & Career Coordinator

Tad Roberts, School Safety Coordinator, Court Liaison • Dot Runyun, Bookkeeper, Payroll

Jill Vincent, Secretary, SNS • Vivian Graves, Secretary • Beth Miller, Receptionist

1st DISTRICT
Faye Green
John Ridgell
DeWitt Upton

Monroe County
Department of Education
205 Oak Grove Road
Madisonville, TN 37354
Telephone (423) 442-2373 Fax: (423) 442-1389

3rd DISTRICT
Jo Cagle
Sharin Freeman
Sonya Lynn- Chairperson

2nd DISTRICT
Janie Harrill
Dr. Jason Miller
Marsha Standridge

Dr. DeAnna McClendon
Director of Schools

Kristi Windsor
Asst. Director of Schools

September 04, 2019

Cleveland State Community College
Dr. Bill Seymour, President
3535 Adkisson Dr
Cleveland, TN 37320

Dr. Seymour,

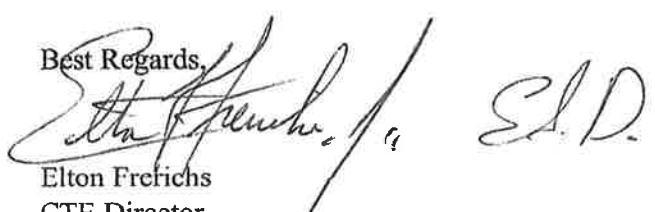
This letter is to inform you that Monroe County Schools is in support of the Governors Investment in Vocational Education (GIVE) grant application being submitted by Cleveland State Community College (CSCC). The goal of this grant is to scale CSCC's existing and proven Mechatronics Honors Institute across our five-county service area.

Area companies have many employees quickly approaching retirement age and the lack of skilled workers to fill those spots. Cleveland State's proposed Advanced Technologies Apprenticeship Institute (ATAI) will benefit all involved and assist in finding and retaining qualified, skilled individuals. This initiative is one that complements the curricula of Monroe County Schools, which support the manufacturing industry as a whole.

Unique to ATAI is the work-based learning component through a paid apprenticeship program. We believe that our area's manufacturing industries would benefit from this type of program to help fill a workforce pipeline with trained and qualified employees.

We look forward to working with Cleveland State to develop a stronger workforce who will meet the needs of the Monroe County area. We urge the Tennessee Higher Education Commission to select this grant application for funding.

Best Regards,


Elton Freichs
CTE Director



Memorandum of Understanding
between
Cleveland State Community College
and
Monroe County Schools

This Memorandum of Understanding (MOU) is entered into on this 4th day of September 2019 by and between Cleveland State Community College (CLSCC) and Monroe County Schools. Cleveland State Community College and Monroe County Schools agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers, secondary educational institutions and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By Monroe County Schools assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology), developing this program will not only attract more industries across the 5-county CLSCC service area to join the program, but also position the college and its secondary education partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Monroe County Schools may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

- Expansion and scaling activities that continue to aid in paid work-based learning participation among area students.
- Allow and assist the recruiting efforts of CLSCC and ATAI by welcoming and planning classroom visits and information offerings.

- Attend ATAI Advisory Council meetings and make suggestions/decisions that will benefit the student(s), the institution, the secondary educational programs, and the industry partners.
- Continue to schedule/offer dual enrollment/credit courses in the fields of study that will feed into the ATAI newly and previously connected programs.

The parties anticipate that a number of these initiatives will occur during the period of this MOU. However, neither party is obligated to agree to any minimum number of activities, nor is this MOU intended to preclude either party from entering into similar agreements with other institutions.

Specific Roles

Responsibilities of Cleveland State Community College are to include:

- Recruit, schedule, instruct, and evaluate students for the ATAI.
- Continually communicate with and update all educational partners with any/all information as it pertains to ATAI.
- Market ATAI to all service area high schools, area incumbent workers, parents, and community members through multiple channels.
- Continually analyze and develop schedules that fit the needs of high school students enrolled in dual enrollment/dual credit courses who are the pipeline of students being used to fill the ATAI.
- Work toward identifying possible ways to sustain the momentum and resources of the scaling of ATAI once the GIVE grant comes to an end.

Responsibilities of Monroe County Schools:

- Assist in recruiting efforts for ATAI through allowing high school visits and assisting in community outreach.
- Commit to allowing high school seniors who have applied to the ATAI time to travel off campus for interviewing of yearly applicants each spring.
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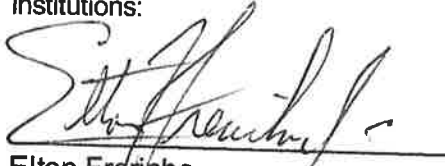
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- Allows data recovery and analysis that will assist economic development agencies and area chambers of commerce to increase benefits and opportunities for new industry/organizations to enter the local economy by bringing businesses to Southeast Tn.

The primary contacts for this MOU are the Career and Technical Director for Monroe County Schools and Director of ATAI/Advanced Technology Program Director for Cleveland State

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The following authorized individuals have signed the present MOU on behalf of their respective institutions:



Elton French
Career & Technical Director
Monroe County Schools



Dr. William Seymour
President
Cleveland State Community College



Memorandum of Understanding
between
Cleveland State Community College
and
Polk County Schools

This Memorandum of Understanding (MOU) is entered into on this 3rd day of September 2019 by and between Cleveland State Community College (CLSCC) and Polk County Schools. Cleveland State Community College and Polk County Schools agree that cooperation in developing an educated, skilled workforce would be mutually beneficial.

Building on the successfully piloted Mechatronics Honors Institute and in partnership with the Governor's Investment in Vocational Educational (GIVE) Initiative, Cleveland State's newly named Advanced Technologies Apprenticeship Institute (ATAI) will become a model program for higher education and industry. This paid apprenticeship program (MHI) developed jointly by area manufacturers, secondary educational institutions and CLSCC, has seen double enrollment since its inception in Fall 2018. Its success has captured the attention of numerous other companies who have wanted to partner with CLSCC to gain apprentices.

By Polk County Schools assisting CLSCC in the scaling of the current MHI to include five additional advanced technology programs, (Computer Information Technology, Electrical Engineering Technology, Engineering Systems Technology, Cyber Security and Electromechanical Technology), developing this program will not only attract more industries across the 5-county CLSCC service area to join the program, but also position the college and its secondary education partners as leaders in providing an educated, globally literate, workforce-ready community in southeast Tennessee.

The areas of cooperation between CLSCC and Polk County Schools may include, subject to mutual consent, any desirable and feasible activity that would further the goals and benefit each party. Such interaction may include a variety of academic and career-readiness activities such as:

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Responsibilities of Polk County Schools:

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The following authorized individuals have signed the present MOU on behalf of their respective institutions:

A handwritten signature in black ink, appearing to read "Ryan Goodman", written over a horizontal line.

Ryan Goodman
Career & Technical Director
Polk County Schools

A handwritten signature in black ink, appearing to read "William Seymour", written over a horizontal line.

Dr. William Seymour
President
Cleveland State Community College

Appendix G: Mechatronics Honors Institute Brochure

Contents

CLSCC Mechatronics Honor Institute Brochure

My Community. My College.



MECHATRONICS
HONORS INSTITUTE
AT CLEVELAND STATE



My
Cleveland State
COMMUNITY COLLEGE



What is Mechatronics Technology?

Mechatronics is a blend of mechanical, electrical and computerized technologies that together form a complex system used by many manufacturing, packaging and other modern operations.

What is the Mechatronics Honors Institute?

A new "honors" track designed for students majoring in Mechatronics Technology. SELECT students will work in a classroom setting while supplementing that learning with real-world training in a manufacturing setting while getting PAID.

Why apply for the Mechatronics Honors Institute?

- DEBT-FREE education
- Earn wages while in school (\$13.80/hr. - \$16.15/hr)
- Gain real-world experience
- Work with local, world-class manufacturers
- Enter the job market with industry training and skills
- Transfer to a university Engineering Technologies pathway

Students will be selected based on the following items:

- Cleveland State admissions requirements met
- Academic success (grades/class rank)
- ACT/SAT/CSCC placement test scores
- Written essay
- Technology pre-screening
- Panel interviews with industry partners & academic team

For more information
call (423) 614-8718, or email
mi_csccl@clevelandstatecc.edu,
or visit our website at mycs.cc/mi

clevelandstatecc.edu

AdvTech/18F0004/07/12/17- Cleveland State Community College does not discriminate against students, employees, or applicants for admission or employment on the basis of race, color, religion, creed, national origin, sex, sexual orientation, gender identity/expression, disability, age, status as a protected veteran, genetic information, or any other legally protected class with respect to all employment, programs and activities sponsored by Cleveland State Community College.